REGISTERED NO: 232550

UNILEVER INTERNATIONAL MARKET DEVELOPMENT COMPANY LIMITED

REPORT AND ACCOUNTS 1995

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REGISTERED NO: 232550

UNILEVER INTERNATIONAL

MARKET DEVELOPMENT COMPANY LIMITED

DIRECTORS' REPORT FOR THE YEAR 1995

DIRECTORS: Mr. D C C Stevenson - Chairman

Mr. F L P Cardoner

Mr. P J Harris Mr. D L Parker Mr. T W Vaughan Mr. R Ascoli

Mr. A G Lamont

Mr. G T C Probert resigned as a Director on 1st August 1995;

Mr. R Ascoli and Mr. A G Lamont were appointed Directors on 1st August 1995.

REVIEW OF ACTIVITIES

There was no significant change in the principal activities of the company which consisted of the export of consumer goods. The Directors consider that in the conditions prevailing during the year, the development of the company's business and its financial position at the end of the year were satisfactory. The Directors do not expect any development in the company's business in 1996 significantly different from its present activities.

PROFITS AND DIVIDEND

The Profit and Loss Account for the year and statement of retained profits are set out on Page 6 and 7 of the Accounts.

The profit of the year is £1,670,000 out of which a dividend of £1,250,000 has been declared.

CHANGES IN TANGIBLE FIXED ASSETS

The movement in tangible fixed assets during the year is set out in Note 9 to the Accounts.

MARKET DEVELOPMENT COMPANY LIMITED

DIRECTORS' INTERESTS

According to the Register of Directors' Interests, the notifiable interests of the Directors in office at 31 December 1995 in the share and loan capital of the Company's ultimate holding company, Unilever PLC and its subsidiaries were as follows:

UNILEVER PLC Ordinary shares of 5p each	At 01.01.1995	At 31.12.1995
Mr D C C Stevenson	725	75
Mr D L Parker	710	2,316
Mr T W Vaughan	1,929	1,177
Mr P J Harris	426	832
Mr A G Lamont	460	160
	(on appointment)	

Options to acquire the number of Unilever PLC ordinary shares of 5p each listed below were granted, exercised and held as follows:-

	At 01.01.95	Granted	Exercised	At 31.12.1995
Mr D C C Stevenson ((a) 25,015	2,031	-	27,046
Mr D L Parker (a)	15,679	4,436	6,011	14,104
Mr D L Parker (b)	1,788	-	-	1,788
Mr T W Vaughan (b)	933	322	406	849
Mr P J Harris (b)	1,676	322	406	1,592
Mr A G Lamont (b)	1,535 (on appointment)	-	-	1,535

- a) under the Unilever PLC 1985 UK Executive Share Option Scheme and subject to the Rules of that Scheme;
- b) under the Unilever PLC 1985 Sharesave Scheme and subject to the Rules of that Scheme.

The Directors, excluding Mr F L P Cardoner and Mr. R. Ascoli, in common with all employees of Unilever PLC and its UK subsidiaries have a beneficial interest in the undermentioned Unilever PLC Ordinary Shares of 5p each, acquired by the Unilever Employee Share Trusts for the purpose of satisfying options granted to employees:-

		At 01.01.95	At 31.12.95
Mr A G Lamont	(on appointment)	16,821,813	14,343,232
All other Directors		15,495,553	14,343,232

MARKET DEVELOPMENT COMPANY LIMITED

EMPLOYEE INVOLVEMENT

The Company's policy is that its employees should be given the opportunity to hear at first hand and on a regular basis details of the extent and state of the business. It also believes that there should be regular forums where employees' representatives can discuss, with management, matters of relevance to their local interest groups.

The Company operates a Company Council on which sit representatives of all the Staff Groups. The Chairman, Commercial Director and Personnel Director are permanent members of the Council. Business items and company-wide matters put forward by representatives are discussed and there is a regular review of the state of the business.

These are regular meetings with representatives of managers and with representatives of other staff groups.

In the Spring of each year the Company holds an Annual review at which the results of the previous year and plans for the forthcoming year are presented to all its UK employees. Trends, brand and market information are fully explored.

A further invitation was made to eligible employees of the Company to participate in the Unilever PLC Sharesave Scheme under which further options were granted in June 1995.

EMPLOYMENT OF DISABLED PERSONS

The Company recognises its responsibility to employ disabled persons in suitable employment, and gives full and fair consideration to applications for employment made by such persons, having regard to their particular aptitudes and abilities.

Any employee who becomes disabled is encouraged to remain in the Company's employment, in the same job if this is practicable. If a change of job is necessary, such an employee is considered for any suitable alternative work which is available, and any necessary training is arranged.

Disabled employees generally are treated equally with all other employees in respect of their eligibility for training, career development and promotion.

AUDITORS

Coopers & Lybrand remain in office as Auditors of the Company in accordance with the provisions of section 386 of the Companies Act 1985.

By Order of the Board

19 MAR 1996

P W COLE Company Secretary

Date:

MARKET DEVELOPMENT COMPANY LIMITED

STATEMENT OF DIRECTORS' RESPONSIBILITIES FOR PREPARING THE ACCOUNTS

The directors are required by UK company law to prepare accounts for each financial year which give a true and fair view of the state of affairs of the company as at the end of the financial year and of the profit or loss and total recognised gains or losses of the company for that year.

The directors confirm that suitable accounting policies have been used and applied consistently, and reasonable and prudent judgements and estimates have been made, in the preparation of the accounts for the year ended 31 December 1995. The directors also confirm that applicable accounting standards have been followed, subject to the departure from SSAP 15 disclosed in the statement of principal accounting policies, and that the accounts have been prepared on the going concern basis.

The directors are responsible for keeping proper accounting records, for safeguarding the assets of the company, and for taking reasonable steps to prevent and detect fraud and other irregularities.

By Order of the Board

P W COLE

Company Secretary

Date:

19 MAR 1996

MARKET DEVELOPMENT COMPANY LIMITED

REPORT OF THE AUDITORS TO THE MEMBERS

We have audited the accounts on pages 6 to 17.

Respective responsibilities of directors and auditors

As stated on page 4, the company's directors are responsible for the preparation of accounts. It is our responsibility to form an independent opinion, based on our audit, on those accounts and to report our opinion to you.

Bases of opinion

We conducted our audit in accordance with Auditing Standards, issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the accounts. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the accounts, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the accounts.

Opinion

In our opinion the accounts give a true and fair view of the state of the company's affairs at 31 December 1995 and of its profit and total recognised gains for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

Cage & hybrad

Chartered Accountants and Registered Auditors Bristol

26 MAR 1996

MARKET DEVELOPMENT COMPANY LIMITED

PROFIT AND LOSS ACCOUNT - YEAR ENDED 31ST DECEMBER 1995

	NOTES	1995 £'000	1994 £'000
Turnover - continuing operations	(1)	103,401	101,748
Cost of Sales	(2)	<u>(74,046)</u>	(73,932)
Gross Profit		29,355	27,816
Distribution Costs	(2)	(14,150)	(14,049)
Administrative Expenses	(2)	(16,512)	(15,505)
Other Operating Income		3,065	4,253
Operating Profit - continuing operation	ons (3)	1,758	2,515
Interest and Similar Income/(Charges)) (4)	55	(103)
Exceptional item - profit on disposal of Norway busin	ness (5)		2,250
Profit on Ordinary Activities Before	Faxation	1,813	4,662
Taxation on Profit on Ordinary Activ	ities(6)	(143)	(517)
Profit for the Financial Year		1,670	4,145
Dividends Paid or Proposed		(1,250)	(1,500)
Profit for the year retained	(16)	420	2,645
Profit retained 1st January		6,379	4,192
Goodwill written off			<u>(458)</u>
Profit retained 31st December		<u>6,799</u>	<u>6,379</u>

MARKET DEVELOPMENT COMPANY LIMITED

Statement of total recognised gains and losses

Note: The profit for each financial year represents the total recognised gains of that year.

The Notes on Pages 9 to 17 form part of these Accounts

Auditors' Report Page 5

MARKET DEVELOPMENT COMPANY LIMITED

BALANCE SHEET - 31ST DECEMBER 1995

	NOTES	5 1	995	1994	ļ
		£'000	£'000	£'000	£'000
Fixed assets Tangible assets Investments	(9) (10)	8,740 5	8,745	9,309	9,314
Current assets Stocks Debtors Cash at bank and in-hand	(11) (12)	6,966 39,603 3,399 49,968		8,775 30,271 <u>10,329</u> 49,375	
Creditors: amounts falling within one year	due (13)	(18,976)		(20,009)	
Net current assets			30,992		<u>29,366</u>
Total assets less current lia	bilities		<u>39,737</u>		<u>38,680</u>
Indebtedness with parent contral services subsidiary	ompany's	32,350		31,351	
Provisions for liabilities and charges	(14)	<u>338</u>	32,688	<u>700</u>	32,051
Capital and reserves					
Called up share capital	(15)	250		250	
Profit retained		6,799		6,379	
Equity shareholders' funds	(16)		7,049		<u>6,629</u>
			<u>39,737</u>		<u>38,680</u>
Date: 19 MAR 19 (D L Parker)	196	<u> </u>	(Directo	r)	

The notes on pages 9 to 17 form part of these accounts. Auditors' Report page 5

REGISTERED NO: 232550

UNILEVER INTERNATIONAL

MARKET DEVELOPMENT COMPANY LIMITED

PRINCIPAL ACCOUNTING POLICIES

The Accounts are prepared under the historical cost convention, and in accordance with applicable accounting standards, except that full provision has been made for deferred taxation liabilities for the reasons explained below.

The company is a wholly owned subsidiary of Unilever PLC and the cash flows of the company are included in the consolidated cash flow statement of Unilever PLC. Consequently the company is exempt under the terms of Financial Reporting Standard No. 1 from publishing a cash flow statement.

TANGIBLE FIXED ASSETS: Tangible Fixed Assets are stated at cost less accumulated depreciation.

DEPRECIATION: Freehold land is not depreciated. Depreciation on Tangible Fixed Assets is provided by the straight line method at percentage of cost related to expected average life of the assets. The major classes of depreciable assets with their estimated useful lives are summarised below; the spread of lives recognises the diversity of the assets within each class:-

Buildings 25 - 40 Years Plant and Machinery 4 - 25 Years Motor Vehicles 4 - 5 Years

Leasehold land and buildings are depreciated over the length of the lease, being the remainder of 999 years.

DEFERRED TAXATION: Provision is made for deferred taxation on all timing differences.

This policy differs from Statement of Standard Accounting Practice No. 15 ("SSAP 15") which requires that no provision should be made for deferred taxation when it is probable, based on reasonable assumptions, that a liability will not crystallise. The directors have varied from the requirements of SSAP 15 in order to achieve consistency with the consolidated accounts of Unilever PLC, where full provision is made for deferred taxation in accordance with Dutch law as currently applied.

Future capital expenditure forecasts are generally determined on a group basis and the directors are therefore unable to calculate the effect of this departure from SSAP 15. The effects of the departure for the Unilever group as a whole are disclosed in the consolidated accounts of Unilever PLC.

STOCKS: Stocks are consistently stated on the basis of the lower of cost and net realisable value. Cost - mainly averaged cost - includes direct expenditure and an appropriate proportion of overheads.

MARKET DEVELOPMENT COMPANY LIMITED

LEASES: Lease rental payments in respect of operating leases are charged to the profit and loss account on a straight-line basis over the lease term, except in cases where another systematic and rational basis is more appropriate.

FOREIGN CURRENCIES: Balances expressed in foreign currencies have been translated at the rates of exchange current at the year end, excepting those covered by forward exchange contracts. Any accruing profits/losses are included in Operating Profit.

CASH AND DEPOSITS: Cash and deposits are stated after deducting full provision for all amounts held in bank accounts in countries which presently prohibit the transfer of funds to the United Kingdom.

PENSIONS: The Company's eligible employees are members of the Unilever Superannuation Fund, a group defined benefit scheme which is funded by company and employee contributions. Company contributions, which normally represent the charge for the year, are determined on an actuarial basis so that the annual charge is a substantially level percentage of current and expected future pensionable payroll. The level of contributions is assessed on the advice of qualified actuaries who are employees of the Unilever Group.

Details of recent actuarial valuations of the Unilever Superannuation Fund are set out in the annual accounts of Unilever UK Central Resources Limited, which indicate that the fund was in surplus at the balance sheet date. The accounting effects of amortisation of this surplus over the estimated service lives of the employees in the scheme are dealt with in the accounts of Unilever UK Central Resources Limited in respect of all sponsoring companies. Company and employee contributions, which were suspended from 1 January 1991, recommenced 1 April 1995.

Sponsoring companies pay their contributions to Unilever UKCR Limited, which accepts responsibility for contributing to the fund and for accounting for the pension cost on their behalf.

The capital costs of unfunded retirement benefits for employees retiring before normal retiring age are paid to another group company which accepts responsibility for payment of the benefits to former employees. The capital costs are charged to the profit and loss account in the year in which the decision to retire an employee before normal retirement age is made.

GOODWILL: Goodwill is written off against reserves in the year in which it arises.

EMPLOYEE SHARE OPTION SCHEME: Unilever PLC grants options in its shares to eligible employees under an Employee Share Save Scheme. In order to meet this commitment shares are purchased with finance provided by Unilever PLC and are held by the Unilever Employee Share Trust and the Unilever Employee Share Trust (Jersey). In consideration of Unilever PLC granting options to its employees the company has agreed to contribute its share of the interest cost of holding the shares and of the difference between the purchase price of shares and the price at which the related options are exercised. The rights to receive dividends on shares held by the Trusts have been waived.

MARKET DEVELOPMENT COMPANY LIMITED

NOTES TO THE ACCOUNTS - 31ST DECEMBER 1995

NOTES TO THE PROFIT AND LOSS ACCOUNT

(1) <u>TURNOVER</u>

Turnover is from continuing operations. It includes group sales and represents sales at invoiced value, excluding value added tax.

A geographical analysis of turnover is not provided since, in the opinion of the directors, the disclosure of such information would be prejudicial to the interest of the company.

(2) OPERATING COSTS

OF EXATING COS.	<u>10</u>	1995 £'000	1994 £'000
Cost of Sales	- continuing operations	74,046	73,932
Distribution costs	- continuing operations	14,150	14,049
Administrative expe	enses - continuing operations	16,512	15,505

(3) <u>OPERATING PROFIT</u>

The operating profit is of continuing operations and is arrived at after charging the following amounts.

	1995 £'000	1994 £'000
Wages and salaries Social Security costs Pension costs - group defined benefit scheme Other pension costs	10,853 819 357 <u>266</u>	11,900 938 - <u>238</u>
Total staff costs	<u>12,295</u>	<u>13,076</u>
Depreciation	1,520	1,577
Lease expenditure - plant and machinery - other tangible assets	115 788	115 658
Auditors' remuneration for audit services	14	12

MARKET DEVELOPMENT COMPANY LIMITED

NOTES TO THE ACCOUNTS - 31ST DECEMBER 1995

(4)	INTEREST AND SIMILAR CHARGES

INTEREST AND SIMILAR CHARGES	1995 £'000	1994 £'000
Total interest receivable and similar income	57	31
Total interest payable and similar charges	_(2)	(134)
Total	55	<u>(103)</u>

EXCEPTIONAL ITEM - TRANSFER OF BUSINESS (5)

The receipt of a goodwill payment in 1994 on the transfer to a fellow Unilever subsidiary of a market developed by UIMDC.

TAXATION ON PROFIT ON ORDINARY ACTIVITIES (6)

The charge for taxation is made up as follows:-	1995	1994
	£'000	£'000
On the profit for the year:-	2000	2 333
United Kingdom Corporation Tax @ 33% (1994 = 33%)	(853)	(855)
Foreign Taxation	(731)	(717)
Double Taxation Relief	703	687
Deferred Taxation	_137_	<u>254</u>
	<u>(744)</u>	<u>(631)</u>
Prior year items:-		
United Kingdom Corporation Tax	212	-
Foreign Taxation	164	82
Deferred Taxation	225_	_32_
	<u>(143)</u>	<u>(517)</u>

MARKET DEVELOPMENT COMPANY LIMITED

NOTES TO THE ACCOUNTS - 31ST DECEMBER 1995

(7) <u>DIRECTORS' EMOLUMENTS</u>

The directors, including the Chairman, are employed as managers by either Unilever UK Central Resources Limited or Unilever Employment Services BV and they are remunerated by these companies in respect of their services to the group as a whole. Their emoluments are dealt with in the group accounts and they receive no emoluments from the company. Unilever UK Central Resources Limited and Unilever Employment Services BV charge the company for management and other services.

(8) <u>EMPLOYEES' INFORMATION</u>

The average number of persons employed by the company during the year is analysed below:

	1995	1994
Production Marketing, Selling and Distribution Administration	219 75 <u>247</u>	278 79 <u>255</u>
	<u>541</u>	612

MARKET DEVELOPMENT COMPANY LIMITED

NOTES TO THE ACCOUNTS - 31ST DECEMBER 1995

NOTES TO THE BALANCE SHEET

(9) <u>TANGIBLE FIXED ASSETS</u>

		7 1	3.7 .	Assets in	
	Land and Buildings £'000	Plant and Machinery £'000	Motor Vehicles £'000	the course of construction £'000	<u>Total</u> £'000
Gross Book Value					
1st January Additions at cost Transfers (to)/from group companies Transfers between categories Disposals	3,008	14,344 927 - 8 <u>(519)</u>	1,257 203 (23) - (238)	8 10 - (8)	18,617 1,140 (23) - (757)
31st December	3,008	14,760	1,199	10_	18,977
Depreciation Provision					
1st January Depreciation charge for the year Transfers (to)/from group companies Disposals	1,032 54 -	7,793 1,236 - _(404)	483 230 (13) (174)	- - - -	9,308 1,520 (13) <u>(578)</u>
31st December	1,086	8,625	_526_		10,237
Net Book Amount					
1st January 31st December	1,976 1,922	6,551 <u>6,135</u>	774 <u>673</u>	8 10	9,309 <u>8,740</u>
The net book amount of land and buil	dings comp	orises:- 1995 £'000		1994 £'000	
Buildings		1,057		1,110	
Land: Freehold Leasehold - long term (50 years an	d over)	375 490		375 491	
Total:		1,922		1,976	
Capital Commitments Contracted for Authorised but not contracted for		254 265		47 530	

MARKET DEVELOPMENT COMPANY LIMITED

NOTES TO THE ACCOUNTS - 31ST DECEMBER 1995

(10)FIXED ASSETS - INVESTMENTS

Cost/Valuation	Amount		(Cost/Valuation
at 01.01.95 £'000	written off £'000	Additions £'000	Disposals £'000	at 31.12.95 £'000
Group Undertakings - Shares 5	-	-	-	5

There are no investments in listed shares.

Investment in Group Undertakings

The investment is in a subsidiary undertaking of the company. Its name together with its country of incorporation is listed below. The investment is in shares and the proportion held is also shown below:-

Name of Company and Country of Incorporation/Registration	Description of Shares Held	Proportion of Nominal Value of Issued Shares Held
Lipton Export Limited England and Wales	Ordinary Shares of £1 each	100%

In the opinion of the directors, the aggregate value of the investment in group undertakings, consisting of shares and amounts owing, is not less than the amount at which the investment is stated in the balance sheet. Group accounts have not been prepared because the company is a wholly owned subsidiary of a United Kingdom company.

1995

1994

(11)**STOCKS**

		£'000	£'000
	Raw materials and consumables Finished Goods and Other Stocks	1,300 <u>5,666</u>	1,730 7,045
		<u>6,966</u>	<u>8,775</u>
(12)	<u>DEBTORS</u>		
		1995	1994
		£'000	£'000
	Amounts due within one year		
	Trade debtors	20,309	17,315
	Amounts owed by group undertaking	ngs 15,575	7,847
	Other debtors	1,739	1,857
	Prepayments and accrued income	<u>1,980</u>	<u>3,252</u>
	Total debtors	<u>39,603</u>	<u>30,271</u>

MARKET DEVELOPMENT COMPANY LIMITED

NOTES TO THE ACCOUNTS - 31ST DECEMBER 1995

(13) <u>CREDITORS</u>

	1995 £'000	1994 £'000
Amounts due within one year	2 000	≈ 000
Bank overdraft	66	_
Trade creditors	4,262	5,380
Amounts owed to group undertak	ings 8,575	8,513
Taxation on profits	(517)	(74)
Social Security	106	103
Other creditors	50	52
Proposed dividend	1,250	1,500
Accruals and deferred income	5,184	4,535
Total Creditors	<u> 18,976</u>	20,009

(14) PROVISIONS FOR LIABILITIES AND CHARGES

	Deferred Taxation £'000
At 1st January	700
(Credited) to Profit and Loss	<u>(362)</u>
At 31st December	<u>338</u>

The provision for deferred tax represents the full potential liability and is made up as follows:-

	1995 £'000	1994 £'000
Accelerated capital allowances Short term timing differences	619 <u>(281)</u>	984 (284)
	<u>338</u>	<u>700</u>

(15) <u>CALLED UP SHARE CAPITAL</u>

	Authorised, Allotted and 1995 £'000	Fully Paid 1994 £'000
Ordinary shares of £1 each	<u>250</u>	<u>250</u>

The directors regard Unilever PLC, registered in England and Wales as being the ultimate holding company. Copies of Unilever group accounts can be obtained from Unilever PLC, Corporate Relations Dept, PO Box 68, Unilever House, London EC4P 4BQ.

MARKET DEVELOPMENT COMPANY LIMITED

NOTES TO THE ACCOUNTS - 31ST DECEMBER 1995

(16) RECONCILIATION OF MOVEMENTS IN SHAREHOLDERS' FUNDS

	1995 £'000	1994 £'000
Profit for the financial year Dividends	1,670 (1,250) 420	4,145 (1,500) 2,645
Goodwill written off Net addition	420	(458) 2,187
Opening shareholders' funds	<u>6,629</u>	4,442
Closing shareholders' funds	<u>7,049</u>	6,629
CONTINGENT LIABILITIES	1995 £'000	1994 £'000
Guarantees	2,880	2,019

These guarantees are in respect of debt held by a fellow Unilever subsidiary. The amount stated represents the value of debts potentially at risk net of provisions made and related debt insurance arrangements.

(18) OPERATING LEASE COMMITMENTS

(17)

Payments committed to be made in -	1996	1995	
	£'000	£'000	
in respect of Land and Buildings,			
on leases expiring after 5 years	788	788	
in respect of other assets,			
on leases expiring after 5 years	100	100	

MARKET DEVELOPMENT COMPANY LIMITED

U.K. STATUTORY ACCOUNTS - 1995

RECONCILIATION STATEMENT - STANDARD FORMS TO STATUTORY ACCOUNTS

Profits retained

	01.01.95	Profit for year	31.12.95
Per standard forms as consolidated	5,825	973	6,798
Other adjustments:	11. 700	(722)	
Late adjustment re '94 service fee co		(722)	-
Tax adjustment re '94 service fee cr	` /	238	-
Foreign tax recovery resulting from	above 70	(70)	-
Rounding		1	1
Per statutory accounts	<u>6,379</u>	420	6,799
Fixed Assets - Total			•
Per form 2, 31.12.95	23,701	(10,537)	13,164
Adjustment per assets held			
on behalf of Mavibel NV	(4,724)	<u>300</u>	(4,424)
Per statutory accounts	<u> 18,977</u>	(10,237)	<u>8,740</u>